



***Basics of  
Bold Leadership***

Marco Bensen

**Soft Management  
for Decisive  
Results**

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# Soft Management for Decisive Results

## ***Basics of Bold Leadership***

### Impressum



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## About the Author

Marco Bensen has been in management positions in the hotel industry for over 25 years, including many years as General Manager and Area General Manager. His career began at the Hotel Management School Groningen (NL) and led him internationally through several positions, in several hotel chains, in many cities and countries. In addition to his professional activities, Marco also volunteered as chairman, board member and board member of various associations and clubs and an academy. In addition to his mother tongue Dutch, Marco speaks German, English, Spanish and French.

In addition to all these experiences, Marco has deepened his knowledge and skills with a master's degree in Hospitality Management from the renowned University of Brighton. He dedicated his thesis to the topic of leadership. Over several decades, Marco has processed hundreds of books, countless reports, journals, texts, theories and online material on leadership, organizational development and personal development.

His passion for leadership was inspired by countless personal encounters with leaders from all kinds of industries, fantastic personalities, sensational and not-so-sensational superiors, and an incredible number of wonderful employees and colleagues. Not only did excellent leadership serve as an inspiration and example, he also learned from a lack of leadership and poor interactions with employees by average managers.

Motivation, productivity, effectiveness and ultimately the organizational and financial results, are fully dependent on the quality of leadership in the organization.

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It is up to us leaders, to focus on the essentials of an organization - leadership and employee focus - to strengthen the organization and bring it forward sustainably. Marco Bensen

## Foreword

Anyone can perform hard management; you just focus on the numbers and only care about the employees to a limited extent. And of course, you do that under the safe protection of your own ego. But is it effective? To be sure, it has nothing to do with leadership. Leadership means taking care of employees. If you deal with your employees in a correct way - generously, supportively, trustingly, openly communicating, informing, participating - then employees will be more motivated, have a greater commitment, and accordingly will perform better.

**In short: Leadership leads to better economic results.**

For me, bold leadership means having the courage to step beyond the limits of your own inner world and to open up and dedicate yourself to the environment. To do this, you have to move out of the comfort zone of your protective ego. You will only be able to look after your employees, if you have the courage to do so. So, it takes a strong personality to engage in bold leadership.

This book serves to share bold and disruptive leadership techniques with executives. There is a lot of material on leadership; books, articles, interviews, studies, videos and personal experiences that are shared publicly. Many experts are very educated, have a lot of expertise, and apply scientific studies. However, you have to filter heavily in order to find the information you need bundled together.

It starts with the questions: What is leadership? How do you define leadership? If you look at the definition from various experts, you get as many different results. However, there are topics about which there is a consensus and there are some terms that are mentioned again and again: Leadership is about people; Leadership is about inspiration, motivation and vision; Leadership is about development, integrity, empathy and goals; Leadership is a skill that can be learned.

I have had my personal definition of leadership for a very long time and it is based precisely on this premise: Leadership is the ability to

motivate people independently in the direction of a common goal by means of integrity, inspiration, and support, with the help of a vision.

For everyday life, however, I use a simple definition that also fits more with bold leadership and simple leadership

## Leadership is easy: Just take care of your people!

Marco Bensen

I will never claim that I know more than others. However, I can definitely say that I have examined, studied, and collected significant information from theory and practice on all leadership topics, including 25 years of leadership experience. In addition to studies, seminars, books and articles, this also includes a large number of personal conversations with real leaders from various industries. Combining all this theoretical and practical information, I have synthesized highly solid information on leadership. You will find it all in this book, so all you need to do is process the information and filter out what you need.

You will find that I am an absolute believer in soft management – soft leadership. Put simply, that means having a positive focus on employees. Only inspired and satisfied employees will achieve optimal performance in the mid- and long term. Soft management is by no means about softness, about an ideal world or being sweet and nice. It's about tough facts like performance, goals, and results. For me, employee-oriented leadership is the true spirit of leadership.

The hotel and catering industry, where I was privileged to gain my experience, is part of the service industry and as such, an industry par excellence where people management plays an absolutely crucial role. However, leadership principles are universal and apply to all industries and organizations that work with people. Bad people management will lead to even the most well-regarded company performing far below its potential. Proper people management and leadership, on the other hand, will do wonders and will also jumpstart even a mediocre company into top performance.

# **Soft Management and Hard Management**



# Introduction

Leadership is easy: **Take care of your people and both you and your organization will be successful.**

As simple as this sounds, obviously it is more difficult in day-to-day life. There are so many great managers out there, but finding the right leaders is another issue. How do you recognize leaders? Well, leaders move us and they inspire us to perform at our best. True leadership is not tangible, but you know when it is there; it works through emotion, inspiration ... and through success.

Leadership is all about people; it's about inspiring people to believe in themselves. To believe that anything is possible and to believe in something much greater than your own self-preservation. When we have that kind of influence as leaders, great things happen.

*Thomas Gifford*

In the several decades that I have been working in the hotel industry, I have met countless executives at different levels. Some were my direct superiors while others worked at a different or higher level in the organization, but many were also colleagues on an equal level or managers who reported to me.

And of course, I also ran into many executives from other organizations and industries. There were so many inspiring executives who really had something to show for themselves, who could think outside the box, and from whom one could really learn a lot. They understood how to set an example, how to communicate properly with others, how to get people going, and how to focus on the right things.

On the other hand, I have also met executives who (mostly unconsciously) slowed others down, who covered up their insecurity with arrogance, and who had their focus on anything but the team. You